

TAB

SECRET

SECURITY INFORMATION

Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Organization and Methods Service

FROM : Chief of Procurement and Supply

SUBJECT: Comments on Proposed Centralization of Graphics Services

DATE: NOV 17 1957

1. As a result of the 7 November conference which was held to discuss the proposal to consolidate the Agency's graphics facilities, we have reviewed the staff study prepared by your office. After careful analysis of the problem of centralization of graphics services, we are forced to withhold our concurrence for the following reasons:

a. Contrary to the inferences set forth in Paragraph 3-a, our experience has been that supplies, equipment, ideas and actual graphics assistance are being freely exchanged with the graphics facilities of Office of Research and Reports, Training, Deputy Director (Plans), and Technical Services Staff. We have found that the other graphics units are extremely cooperative in rendering assistance whenever possible.

b. It is to be assumed that competent personnel, equipped with the basic fundamentals of graphics art, adequate qualifications to fit the particular needs of an office, and ability to perform the necessary graphics functions, are employed. Inasmuch as the basic concept of what is to be graphically presented is developed first by the operating and analytical personnel of any office and then submitted to the graphics personnel for technical graphic preparation, the two groups must work together with interchanging of ideas and frequent consultations until the presentation is completed. As the members of the graphics staff become more familiar with the mission, functions, operational aims and interests of an office, they are better able to effectively and adequately convey the viewpoint of an office on a particular phase of its mission or function, thus reducing time-consuming briefings as well as eliminating misconceptions and the use of a "trial and error" method. It is for this reason that we believe that it is essential that all graphics personnel live with the division for which they are working.

c. As stated above, it must be assumed that only the most capable and qualified graphics personnel available have been recruited and employed in the Agency. As in the case of other professional fields, and we believe that graphics is such, graphics personnel keep abreast of the changes in their profession by means of literature, outside courses, interchange of ideas, etc.

SECRET

If it is necessary to improve the basic graphic fundamentals or to make a junior member of a graphics staff more mechanically proficient, such as instruction in use of Leroy lettering set, such training should be given by instructors in the Training Office and should not be the responsibility of a working art supervisor. Again, it is our belief that the most useful type of on-the-job training for the competent artist or draftsman is his indoctrination into the inner workings of an office so that he has in the main, complete knowledge of what may be presented graphically. This knowledge can only be obtained from associating with and becoming an integral part of an office to a point where the artist or draftsman is thoroughly familiar with and personally interested in his job. He then becomes a more valuable adjunct of an office and to the Agency than if he is given an assignment which is only one of many jobs and in which he has no personal knowledge, interest or feeling. Graphics personnel, as other professional groups, do not readily adapt to the "pool" type of work activity and do their best work when they can devote all their time, energy, and imagination to one particular purpose.

d. Unfortunately, a large portion of all graphic work is of necessity required on a very short notice or priority, and frequently this requires stoppage of work on other projects or overtime in order to meet the deadline. The head of an office can readily make determinations as to priorities and justification of overtime, and the assigned graphics personnel being an integral part of this office will, because of interest in and loyalty to their office, put in the necessary overtime and meet the deadline. On the other hand, if two or more offices submit requests for presentation work with short deadlines to a centralized graphics unit, difficulties arise as to granting of priorities and authorization of overtime, or even willingness of the personnel to work overtime. An art supervisor will never have the knowledge or ability to make decisions regarding granting of priorities. Furthermore, an art director or supervisor will never be in a position to decide whether an art project is justified or not, particularly, if as recommended, he is assigned to a division level (Office of Research and Reports, Cartographic Division).

e. A centralized graphics facility would produce serious security problems. In many instances, the graphic presentations being prepared are of an extremely covert or sensitive operation of a technical nature. If the information being presented is taken outside the limits of the interested office, and with the increased necessity for briefings of graphics personnel so they

may be able to prepare intelligent presentations, the "need to know" group is broadened to include individuals outside the "family." It would be difficult to control the tendency of graphics people to want to know all about the work of the other graphics personnel in his office.

f. The staff study finds that over fifty thousand dollars would be saved by the use of a central graphics facility. This gives no consideration to the fact that there is no graphics job where you can eliminate consultations between the analyst and the graphics personnel. They must work closely together. In view of the fact that the offices of this Agency are located in many buildings and that transportation between buildings requires a considerable amount of time, many expensive manhours would be consumed by the analyst in traveling from his office to the proposed graphics office. For example, in preparation of charts for the briefings of top level Agency personnel as to the operations of the Procurement and Supply Office, it was necessary to prepare sixteen large graphic presentations for the four speakers. Inasmuch as the Procurement and Supply Office has no artist-illustrators on its staff, it was necessary to use the graphics facility of Office of Research and Reports, Cartographic Division, located in Building 11. In addition to the preliminary indoctrination of the graphics personnel assigned to the project which consumed, for the four lectures, approximately eight hours, an analyst from this office or one of the artists made at least one and often more trips a day for a period of three weeks. This consumed approximately one hour of bus travel time per day, or an estimated total of fifteen hours. On this basis, the savings from centralization would be wiped out by travel time incurred by professional personnel. In addition, there were numerous daily telephone calls to discuss various facets of the presentation, and this in itself became a security hazard.

STAT

g. The bulk of the savings which would result from the consolidation of the graphics facilities comes primarily from the abolishment of present existing T/O slots not encumbered and T/O requests for additional graphics personnel. It is to be assumed that when these vacant slots were placed on the authorized T/o, that the need for the personnel was fully justified in terms of workload before approval was given, and it is also assumed that the requests for T/O increases have been justified and approved budgetwise before the requests were submitted. It has been our experience that the graphics facilities have always had difficulty in keeping up with the current workload and are generally under-staffed. The one statistical draftsman assigned to Procurement and Supply Office

has had to work on many Saturdays, Sundays and holidays plus constant daily overtime in order to meet the current requirements for graphics and the workload is increasing daily. Consolidation of graphics facilities does not necessarily mean that all the existing vacancies can be abolished or that no additional T/O slots will be necessary. It is pertinent to point out that if the requests for visual aids and graphic presentations continue to increase at the present rate, it is impossible for the graphics personnel now on duty to keep up with the demand. For example, the clandestine operational elements have been desirous for us to brief them in the overall functions of Procurement and Supply Office and, accordingly, the material has been developed for a graphic presentation. However, the graphic facilities of the Agency which we have contacted for assistance have been unable to take on our work in addition to their own. As a result it has been necessary to postpone this briefing to some future date. This has meant that we have missed the propitious moment for our presentation, and any later presentation cannot be as effective. Consolidation will not increase the efficiency or work capacity of a graphics individual but, on the contrary, will decrease it.

h. In regard to promotions and advancement of graphics personnel, it is our opinion that if the Career Management Program is operating effectively, this problem would be eradicated as when there was a vacancy at a higher grade the most eligible of the available personnel within the Agency would be considered for it.

i. It is relevant to point out at this time that the staff study states the draftsman in the Procurement and Supply Office primarily draws charts for the Monthly Control Book to the Deputy Director (Administration). As a matter of fact, this is only a very minor part of the draftsman's work. Although he is assigned to the Coordination and Requirements Staff, he works for all segments of the Procurement and Supply Office. For example, the charts he developed were one of the most important aspects in the reorganization of the Procurement and Supply Office and the transferring to this Office of the additional functions which were necessary for the efficient operation of the Agency's supply program. The Procurement and Supply Office finds a daily need for a briefing facility to adequately depict the various phases of logistical support. As this briefing facility develops, it will require constant use of graphics personnel in excess of what we have now. Moreover, the effectiveness of the graphics presented in the briefing room will be dependent on the knowledge and interest in the logistics support field of the personnel assigned to this function.

j. Our analysis also reveals that many business institutions as well as government agencies find it expedient and advantageous to have their graphics facilities located and living with the people for whom they are producing the presentations.

2. In the best interests of the Agency, it is our opinion that graphics personnel should be a part of and physically located in the Office for which they are preparing the graphic presentations.

JAMES A. GARRISON

PSO/WHM/[] (12 November 1952)

Distribution:

- 1 - PSO Chrono
- 1 - PS Chrono
- 1 - Case file